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12 April 1946

TO: Acting Chief, Central Planning Staff
Acting Chief, Policy and Review Branch, CPS

SUBJECT: Planning for Coordination of Intelligence Research

The following is a preliminary analysis of the problem of coordinating the handling of intelligence information, especially research,

1. Prerequisites: For the most effective performance of the intelligence mission in the fields of production and dissemination, the following are prerequisites:

a. A complete statement of EEI, kept up to date. In the term "EEI" it is intended to include not only the current statement of primary current interests, but also the basic statements of overall long-range interests.

It is assumed that both basic and current statements will allocate primary responsibilities for the collection of information in the various sections to the various agencies, and that the problem of coordination in the research field will likewise call for allocation of primary responsibilities for research to various agencies.

b. A fully adequate system of collection covering all the EEI, and avoiding undesirable duplication of effort.

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2. Problems: Once the basic EEI are agreed on, and the raw material is available in Washington, the problems of coordination involve the following:

a. Insuring that all interested departments know what is available.

This requires that every interested department be advised of all pertinent information received by any other department. Reading panels, exchange of accession lists, etc., are a temporary and inadequate method of meeting this problem. Ideally, there should be a unified classification and cataloging system, with the chief intelligence agencies each maintaining a master file showing the location of all intelligence information.

b. Insuring that the research and analysis program:

- (1) Fully covers the requirements of the situation;
- (2) Is assigned proper priorities and timing;
- (3) Is carried out by the department, or the combination of departments, best fitted to do so; and
- (4) Does not involve undesirable duplication.

c. Insuring that the actual research carried out is fully adequate.

d. Insuring that there is a coordinated program for publication.

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e. Insuring that the resulting studies are made available to the departments or agencies requiring them, and in adequate quantity.

f. Insuring that there is a program for continuous study and review of all policies and plans covering a to e above.

3. Procedure:

a. Although a complete solution depends on a statement of current national EEI, it should be possible to make considerable progress by working from some such basic statement as "Basic Intelligence Digest" of M.I.S.

b. While it is possible that the problems listed in paragraph 2 above are capable of being attacked separately, it is suggested that in fact they are so interrelated that they should be approached together rather than piecemeal, and preferably in conjunction with a similar study of the problem of a coordinated program for collecting intelligence information.

c. In view of b above, it seems to the writer that the best approach is as follows:

(1) Provide for the setting-up of an over-all coordinating committee, with representatives of C.I.G., M.I.S., O.N.I., A-2 and State, and with provision for adding representatives of other agencies as necessary; the representatives of these agencies (M.I.S., etc.) to be at the top, or close to the top, of the division in each

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agency which has the responsibility for receiving and cataloging intelligence information, carrying out research on it, and producing and disseminating the results of research. (If in any agency no division has responsibility for all these tasks, the division in charge of research should supply the representative.)

(2) Such a committee, with an over-all view of the problem, could if advisable establish a program for action through sub-committees on the separate parts, such as cataloging, research, publication, etc.

(3) Insofar as, during the course of the survey, opportunities appear for immediate action on any part of the problem, the committee could recommend such action to the C.I.G. For example, an immediate attack could be made on the problem of duplication in current research projects. It would seem unwise to the writer, however, for any action to be taken on subdivisions of the over-all problem except by recommendation of a committee having the over-all problem under consideration.

4. Recommendation:

That the Acting Chief, Central Planning Staff, initiate action with a Planning Directive following the suggestions in paragraph 3c (1) - (3) above.

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